



One-Stop Operator Services

Request For Proposals

Charleston, South Carolina

Date: December 23, 2021

Due Date: January 20, 2021

Time: 3:00 PM

Receipt Location:

BCD Council of Governments

Attn: Jason McGarry

5790 Casper Padgett Way

North Charleston, SC 29406

**REQUEST FOR PROPOSALS
ONE-STOP OPERATOR
RFP # WIOA2022-03**

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SECTION 1: OVERVIEW

This Request for Proposal (RFP) is issued to procure services for a One-Stop Operator as part of the local service delivery of the Workforce Innovation and Opportunity Act (WIOA) system. The One-Stop Operator will also be required to ensure delivery of services to other related programs received by the BCD Council of Governments (BCDCOG).

This RFP makes references to the WIOA Grant Recipient and/or WIOA Fiscal Agent. For this RFP, those references are the same entity. The **WIOA Fiscal Agent** is the entity designated by the Local Chief Elected Official(s) and in this workforce area is the Berkeley Charleston Dorchester Council of Governments (BCDCOG). This RFP also makes references to **WIOA Staff** and the **WIOA Board**. For this workforce area, this is **Trident Workforce Development** and the **Trident Workforce Development Board (TWDB)**.

The workforce area is defined by the boundaries of the following unit(s) of government:

- Berkeley County, SC
- Charleston County, SC
- Dorchester County, SC

The timeline shown below is an estimated schedule of the RFP process:

Proposal Issue Date	December 23, 2021
Deadline for Submission of Technical Questions	January 10, 2022 (3:00 PM)
Deadline for Receipt of Completed Proposals	January 20, 2022 (3:00 PM)
Contract Begins	July 1, 2022

Note: The deadline shown above January 20, 2022 (3:00 PM) is extremely important. The completed proposal must have been physically received on or prior to that deadline. If you plan to have your proposal delivered other than by personal delivery, please remember that even though the proposal may be postmarked prior to the deadline, if it is not received by the deadline time and date, it absolutely cannot be considered.

The proposal should be delivered to:

Berkeley-Charleston-Dorchester Council of Governments
Attn: Jason McGarry, Procurement/Contracts Administrator
5790 Casper Padgett Way
North Charleston, SC 29406

SECTION 2: INTRODUCTION

WIOA Guiding Principles

The Workforce Innovation and Opportunity Act (WIOA) is based on several guiding principles to be adopted by state and local workforce development systems:

- Increase access to education, training, and employment, particularly for people with barriers to employment.
- Create comprehensive, high-quality workforce development system by aligning workforce investment, education, and economic development.
- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts.
- Promote improvement in the structure of and delivery of services.
- Increase the prosperity of workers and employers.
- Improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the nation.

An Overview of the SC Works System

The SC Works Center (also known as a One-Stop) system brings together a wide variety of Federal, State, and local program partners, integrates the provision of their services and provides a full-range of help to job seekers and employers, all under one roof. Services are driven by business and focus on customer choice. There are two types of SC Works Centers: comprehensive and satellite. Comprehensive SC Works Centers provide access to all the services described above either on-site or through referral. Satellite SC Works Centers have some, but not all of the services available. Other locations (comprehensive, satellites, or access points sites) may be determined and/or approved by the Board. The selected proposer will be notified of any changes. The selected proposer may also lead initiatives on new access points in the community.

Title I-B WIOA Adult & Dislocated Worker Services

The Adult and Dislocated Worker Programs, under Title I-B of the Workforce Innovation and Opportunity Act of 2014, are designed to provide quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment and to help employers find the skilled workers they need to compete and succeed in business.

Services

Career and training services are provided through the SC Works Centers.

Career Services are described as:

- Eligibility Determination for funding and services.
- Outreach, intake (includes Unemployment Insurance (UI) Worker Profiling), and orientation to the information and other services available through the one-stop delivery system.
- Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs.
- Job search and placement assistance and, in appropriate cases, career counseling.
- Information on in-demand industry sectors and occupations, and nontraditional employment.

- Appropriate recruitment and other business services on behalf of employers.
- Referrals to and coordination of activities with partner programs and services.
- Workforce and labor market employment statistics information, which includes job vacancy listings; job skills necessary for job openings; and information on local occupations in demand and the earnings, skill requirements, and opportunities for advancement within those career pathways.
- Performance information and program cost information on eligible providers of training.
- Information, in formats that are usable by and understandable to one-stop center customers, regarding how the local area is performing on the local performance accountability measures.
- Information, in formats that are usable by and understandable to one-stop center customers, relating to the availability of supportive services or assistance, provided by partners.
- Referrals to supportive services or other needed assistance.
- Information and assistance regarding filing claims for unemployment compensation.
- Information and assistance regarding establishing eligibility for financial aid assistance for training and education programs.
- Other services needed in order for an individual to obtain or retain employment.
- Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include—diagnostic testing and use of other assessment tools; and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals.
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals, including providing information on eligible providers of training services and career pathways to attain career objectives.
- Group counseling.
- Individual counseling.
- Career planning.
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.
- Internships and work experiences that are linked to careers.
- Workforce preparation activities.
- Financial literacy services.
- Out-of-area job search assistance and relocation assistance.
- English language acquisition and integrated education and training programs.
- Follow-up services, including counseling regarding the workplace, for participants in Workforce Innovation and Opportunity Activities authorized under this subtitle that are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

Training Services are described as:

- Occupational skills training, including training for nontraditional employment.
- On-the-job training.

- Incumbent worker training (as authorized by the local Board and the SWDB).
- Programs that combine workplace training with related instruction, which may include cooperative education programs.
- Training programs operated by the private sector.
- Skill upgrading and retraining.
- Entrepreneurial training.
- Transitional jobs.
- Job readiness training provided in combination with services outlined in 1 through 8 of this section.
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

All those that receive training services must be determined eligible for WIOA funding.

Additional Services

Supportive

Services such as transportation, childcare, dependent-care, housing and needs-related payments are provided under certain circumstances to allow an individual to participate in the program.

Rapid Response

Services at the employment site for employers and workers who are expected to lose their jobs as a result of company closings and mass layoffs. Individuals whose layoff was created or affected by international trade may access information and services under the Trade Act programs.

Performance Measures

WIOA funding is in part based on achieving performance measures regarding employment and training. The contract recipient will be responsible for the follow-up and performance measures data for WIOA measures and should be prepared to track the data internally in order to ensure that performance measures will be met. WIOA performance measures are as follows:

- Employment - To increase employment, as measured by entry into unsubsidized employment (2nd quarter after exit).
- Employment Retention - To increase retention in unsubsidized employment six months after entry into employment (4th quarter after exit).
- Median Earnings - To increase earnings received in unsubsidized employment (median of 2nd quarter wages after exit).
- Credential Rate – To increase credentials or diplomas obtained during or immediately after program exit. Defined as: Percentage of participants who obtain a recognized post-secondary credential or diploma during participation or within 1 year after program exit.
- In-Program Skills Gain – To increase the skills obtained through education leading to a credential or employment during the program year. Defined as: Percentage of participants in education leading to credential or employment during program year, achieving measurable gains. Measured in real-time.
- Employer Services – To indicate effectiveness in serving employers.

The Trident Workforce Development Board requires that the selected proposer maintain a minimum overall “Satisfactory” customer service satisfaction rating from job seekers and employers.

Definition of Terms – For definitions for any terms under this RFP, reference Section 1(b)3 of the Workforce and Innovation Opportunity Act of 2014. Further clarification can be requested as part of the Technical RFP Questions answered at the Proposer’s Conference.

SECTION 3: SCOPE OF WORK

Final details of the scope of work will be negotiated after the award.

The Scope of Services required for the SC Works Systems One-Stop Operator will include, but are not limited to:

SC Works One-Stop Operator Role

The scope of operations involves the delivery of the full array of Workforce Innovation and Opportunity Act (WIOA) services, including WIOA mandated and non-mandated partner organizations, to all interested job seekers and employers in the comprehensive SC Works Center, affiliated SC Works satellite sites, and Access Points. The role of the One-Stop Operator is equivalent to that of a managing partner. In the role, the Operator identifies issues that need to be addressed that have to do with service delivery. The Operator works with co-located partners to form a solution. Certain workforce services are integrated into the framework of the One-Stop service delivery system and are provided through partner agencies under other funding sources. The Operator will be responsible for ensuring a seamless delivery of services from all partners in Berkeley, Charleston, and Dorchester Counties.

Under this RFP:

- Enforce Trident Area operational policies including hours of operations, data confidentiality, use of Personal identity Information, proper equipment use, health and safety, emergencies, and service delivery
- Coordinate with partners to ensure all common areas in the Center are staffed properly.
- Ensure all Centers and services are ADA and EO compliant.
- Coordinate the use of shared equipment (copiers, printers, necessary maintenance, etc.) and supplies (ink and toner) in the Center.
- Maintain updates to the Operations Manual for each Center and coordinate training as needed.
- Implement Centers’ staff development plan that includes technical training for use of SCWOS, information sharing, and team building.
- Establish, disseminate and enforce Center policies and procedures.
- Evaluate Center activities for customer satisfaction, continuous improvement and

measurement achievement.

- Ensure Partner delivery and effectiveness of services.
- Develop and implement new hire orientation to acclimate new partner employees to site procedures and policies.
- Address customer complaints in a timely and efficient manner.
- Convene regular meetings of the One-Stop Partners (at least quarterly).
- Provide reports of Center activities, deliverable and milestones to the BCDCOG staff as requested.
- Manage other day-to-day business and facility functions of the designated One-Stop Centers.
- Ensure quality service delivery to all customers.

For more information about the role of the Operator, please reference US Department of Labor’s Training and Employment Guidance Letter 16-16, “One-Stop Operations Guidance for the American Job Center Network.”

- All recruitment material/advertisements must include the Contractor’s telephone number and the following statement: "Trident Workforce Development Board provides equal opportunity programs. Services are available upon request to individuals with disabilities. TTY: 711”.
- Must include in the logo and name a “Proud Partner of the American Job Center Network” and include the appropriate logo.
- The contractor is expected to follow WIOA law and final regulations, all TEGLS, State Instructions letters and local policies. All participants in this program must be residents of Berkeley, Charleston or Dorchester Counties and meet WIOA eligibility and entry guidelines established by the federal WIOA law and regulations, the South Carolina Department of Employment & Workforce and TWDB.
- Whenever or when a single entity performs multiple functions, a written plan and agreement from the single entity must be presented to the board that includes: clear internal controls, identifying responsibilities of both the Operator and WIOA Program Service Provider, clarifying how the organization will carry-out its responsibilities while demonstrating compliance with WIOA, corresponding regulations and relevant OMB circulars, specifically 2 CFR part 200 (Uniform Guidance).
- With guidance from the BCDCOG Staff, The Operator will be responsible for ensuring the MOU to include the Infrastructure Funding Agreement (IFA) is developed and executed with required partners and other partners in the SC Works centers. See State Instruction Letter 16-19, change 2 for further guidance.
- The Operator will be responsible for ensuring that all invoices related to the MOU/IFA are executed on a quarterly basis.

Trident WDB Strategic Plan

The SC Works One-Stop Operator supports the Trident WDB in achieving strategic plan goals and action items set forth by the Trident WDB.

One Stop Certification

The SC Works Operator shall achieve the major work components and standards necessary to acquire and maintain One Stop Certification Standards. These standards are:

- One Stop Management Standards.
- Systems Standards for Employer Services.
- System Standards for Job Seeker Services.

Under this component, the Operator is responsible for coordinating with the Trident WDB to ensure system-wide standards are achieved, and utilize continuous quality improvement assessment tools to document positive change and to systemize standards and their usage across the system. (For more information about the One Stop Certification Standards, see State Instruction Letter 16-09. <https://scworks.org/workforce-system/policies-and-guidance>)

Oversight of the SC Works System

The Operator will coordinate, facilitate, promote, design, and expedite services for the Trident WDB's designated SC Works Centers. The Operator will work in close partnership with the Trident WDB staff and partners to provide guidance and leadership to the SC Works system to achieve the following outcomes:

- Represent the SC Works Centers (and the collaboration of all partners) in the community, attending and presenting information to organizations and businesses about SC Works and its offerings.
- Manage workforce development activities planned in the Trident community, assessing the events for appropriate partner representation, and coordinating coverage of those community events with identified partners.
- Provide job seekers with the skills and credentials necessary to secure and advance in employment with wages that sustain themselves and their families.
- Provide access and opportunities to job seekers, including individuals with barriers to employment, as defined in section 3(24) of WIOA, such as individuals with disabilities, individuals who are English language learners, and individuals who have low levels of literacy, to prepare for, obtain, retain, and advance in high-quality jobs and high-demand careers;
- Enable businesses and employers to easily identify and hire skilled workers and access other human resource assistance, including education and training for their current workforce, which may include assistance with pre-screening applicants, writing job descriptions, offering rooms for interviewing, and consultation services on topics like succession planning and career ladder development, and other forms of assistance.
- Participate in rigorous evaluations that support continuous improvement of SC Works

- Centers by identifying which strategies work better for different populations; and
- Ensure that high-quality integrated data inform decisions made by policy makers, employers, and job seekers.

SC Works Center services are currently provided in each county. Agencies representing the partners may vary from county to county. The SC Works Charleston Center serves as the comprehensive SC Works Center in the Trident Region.

Geographic Area	Location
Berkeley	SC Works Berkeley 325 E Main Street, Moncks Corner, SC 29461
Charleston	SC Works Charleston 1930 Hanahan Road, North Charleston, SC 29406
Dorchester	SC Works Dorchester 1325-A Boone Hill Road, Summerville, SC 29483

Priority for Services for Veterans

Veterans and Adult Priority

Partner Requirements

The SC Works Operator will assist the Trident WDB in setting the Center budget and negotiating Individual Funding Agreements (IFAs) with partners. The SC Works Operator will collaborate with WDB staff to finalize the MOU for the local elected officials and the cost allocation plan with partners each year.

Partners are expected to make a commitment to support the following:

- A strong entrepreneurial approach designed to serve the customer, simplifying governmental systems.
- Sharing in the cost of Center operations.
- Bringing funded or in-kind resources if appropriate.
- Providing staff to be supervised (functionally) by the managing entity, or providing a state-of-the-art electronic linkage in lieu of a staff presence.
- Participating in outreach and recruitment efforts for mutual customers.
- Actively participating in the governance of the Center; and
- Supporting the Center’s mission, goals and business plan

The SC Works Operator, working collaboratively with the SC Works Partners and Trident WDB, will drive the formation of an integrated, innovative SC Works System.

SC Works Center Management

For more information on Functional Supervision, see State Instruction Letter 11-11.

<https://scworks.org/workforce-system/policies-and-guidance>

I. ADDITIONAL INFORMATION

BCDCOG retains the right to reject all proposals and to re-solicit if deemed to be in its best interests. Selection is also dependent on the execution of a mutually acceptable contract with the successful responder.

Each proposal shall state that it is valid for a period of not less than ninety (90) days from the date of receipt.

All plans, calculations, maps, digital files, reports, correspondence, minutes of meetings, and related data generated for this project will be included in the final documents submitted to BCDCOG.

Final payment will not be made to the Consultant until the initiative is completed to the satisfaction of BCDCOG staff. Federal funds received by BCDCOG will be used as the overall funding of this project. Accordingly, the selected Consultant will be required to comply with all applicable Federal regulations and contracting provisions required by the federal funding authority, including 49 CFR Part 31 – Allowable Costs, Civil Rights, Minority Business Enterprise, and other applicable assurance provisions. Additionally, the procurement must comply with state and local requirements applicable to such procurement process and contracts. BCDCOG strongly encourages the use and involvement of Disadvantaged Business Enterprises (DBE) on this project.

SECTION 4: SELECTION CRITERIA

Evaluation Item	Range	Maximum Points
Qualifications of the Proposed Service Provider. If staffing has been determined, provide the qualifications including Knowledge, Skills, and Abilities of the person who will perform the duties of the Operator.	0 – 10	10
Qualification for Staff Management. Explain any qualifications you have regarding supervision, hiring, performance evaluations of employees.	0 – 20	20
Compliance/Quality Assurance Experience. Detail all experience relating to monitoring, auditing, reviewing of federal, state, or local laws and regulations.	0 – 20	20
Capacity to Serve as the Primary Community/Partner Liaison. Outline the connection to the communities within the workforce region. Show the ability to serve in this capacity.	0 – 20	20

Use of DBE. Disadvantaged Business Enterprise	0-5	5
Budgets. Provide line item costs and methods used to determine them.	0 – 25	25
Totals		100

SECTION 5: REQUESTED SUBMITTAL FORMAT

I. Program Proposal Synopsis

A. Executive Summary- A brief summary highlighting such details as the Proposer’s **vision** of SC Works Center Operations. A snapshot of Target Customers and Outcomes for the SC Works Centers should be provided via a table or chart within this section. A detailed explanation should be given later in the proposal narrative.

B. Main Purpose - Similar to a **mission** statement and should also be a brief statement of what the Proposer intends to accomplish as the Operator if awarded a contract.

C. Target Customer(s) – If specific target customer groups or categories are to be served by this proposal, identify the target group and categories and the practical as well as the strategic reasons that they were targeted for services.

D. Goals/Objectives/Performance Outcomes - Describe your recruitment process for the target group/categories to be served (such as, but not limited to: employers and job seekers). At a minimum, this should include the ranges of the numbers to be served based on target customer groups listed above, and projected levels of performance for each target group/category. Each goal should be quantifiable and should be based on reports and LMI available in the region. Sources should be cited on how this “goal” was set.

II. Experience, Capacity & Past Performance

A. Experience

1. Description of the Proposer- Briefly describe your organization’s mission, history, and accomplishments. What are the legal organizational name, the legal status, and the main purpose of the organization? How is the organization currently funded? Include the names, titles and resumes of senior organization management. Include an organizational chart showing lines of authority for the organization down to the proposed on-site management in the Trident service area. Include a financial statement and the last audit report. If not available, provide a written explanation as to why. Also include the following:

- Size of the proposing organization (total number of employees)
- Number of years in operation
- National, sub-national, regional, or state geographic distribution of the Proposer’s current professional service delivery sites.
- How offering services in response to the RFP will fit into the Proposer’s organization’s business plan.

- Qualifications of key staff to be assigned on-site to this program (including their resumes)
- Internal structure including management and supervisory staff positions to be used to operate this program in the Trident service area.
- Provide a recent external monitoring report: USDOL Common Measures, State Monitoring of Financial Management, and Program Performance. If a corrected action plan was required, provide the response to the monitor's request.
- Proposed on-site Staff development plan (including how plan was developed and its sustainability)
- Electronic infrastructure and information sharing capabilities that can be used for customer service delivery. Address how you will track customers and financial records.

2. Describe your organization's financial and administrative experience and capabilities. Include in that description experience in managing and accounting for multiple federal, state and local funding sources in accordance with Generally Accepted Accounting Principles (GAAP); conducting self-monitoring for contract performance and compliance; and developing and implementing a continuous improvement model.

3. Describe past and current activities or programs administered and operated by the Proposer that demonstrates the capability of the Proposer to serve as a One Stop or American Job Center Operator, including functional supervision of partner programs in the Center(s); OR describe your experience managing, administering and operating a facility and associated services similar to a One Stop Center described under WIOA. Include specific data on outcomes achieved to demonstrate your ability to meet contractual performance standards for WIOA Services or comparable programs.

4. Describe direct or related experience providing daily and long-term strategic oversight of fiscal, facilities, personnel, and service delivery components of a multi-partner workforce project.

5. Describe your experience providing oversight of multi-organization staff teams; and experience in developing and delivering technical assistance and capacity building with workforce staff and organizations.

B. Capacity

1. Staffing Plan – Describe the number of staff (either in part or in whole), their job title, and their job duties to be funded under this proposal. Describe the range of activities to be performed by the SC Works Operator staff.

2. Administrative Capacity - What monitoring and evaluation of One Stop operations and staff are to be routinely carried out? Describe the electronic process the organization has used to capture and report information on each program deliverable's progress to the Administrative Entity and to others having a need to know.

3. Fiscal Management and Reporting Capacity - Describe the process the Proposer uses or proposes to use on site to timely capture and report fiscal information to the Trident WDB's Administrative Entity. What systems are in place to ensure fiscal accountability, timely, and appropriate expenditure of WIOA funds?

- Describe your fiscal system and how it will ensure integrity in using these funds. Provide the most recent audit and cash management reports as examples.
- Describe how the Proposer will internally track both actual and projected obligations and encumbrances for WIOA and the reporting system the Proposer proposes to use to coordinate timing for meeting financial commitments of the Proposer with the Administrative Entity's responsibility to account for WIOA funding.
- Describe the Proposer's ability and method it would use to repay disallowed costs if such disallowances are identified in the monitoring or audit of the contract?

4. Contract Support - Describe organizational support and resources that will be available during the implementation of an awarded contract.

5. Past Performance

Describe your past performance managing federally-funded workforce development One-Stop Systems, or comparable experience, for the last three years.

III. Program Design

A. For Proposers not currently providing services for SC Works Operator, describe your start-up plan and proposed transition period, including a timeline of events and staff training planned or anticipated.

B. Program Description – Describe the overall plan of services that will be made available for the target customer/ group categories to be served, including priority populations.

C. Describe how the following activities will be provided:

SC Works System Operator

1. Describe your organization's plan (or vision) to deliver SC Works System Operator services in the Trident region. Address the major responsibilities outlined in the Scope of Services section of this RFP. Describe in detail the Proposer's plans including diagrams to implement services and offer a timeline noting key process events you will track, if awarded a contract.

2. Describe your plans to be involved in workforce development related activities. How will you be the "face" of SC Works and make sure partners are represented? Describe how you will manage workforce development activities on behalf of the system, ensuring that workforce-focused events have appropriate levels of coverage and partner representation.

3. Describe how you plan to coordinate Employer Services in conjunction with DEW Wagner-Peyser staff and the Trident Development Board Business Service Representative. What employer services will be given priority? Will there be any fee-based services available?

4. Describe your organization's experience in managing and providing services to businesses.

Include in that description experience in:

- Identifying the workforce development needs of businesses that can be met currently by the SC Works System and expanding services to meet future needs;
- Matching the hiring needs of businesses with individuals who meet their minimum qualifications, thus eliminating referrals of unqualified candidates;
- Training businesses; and
- Significantly improving the provision of services to businesses while also increasing the use of the SC Works System by businesses.

5. Describe your plans to ensure delivery of Rapid Response and Business Assistance services. A key component to Rapid Response is assisting with the re-employment of laid-off workers as rapidly as possible. The business services component should develop and conduct employer/employee outreach activities and business retention services in the jurisdiction. Include specifically what you plan to offer businesses from the required services outlined in the RFP. Discuss your organization's ability to provide workshops to employees of a company that has requested Rapid Response Services. Describe your strategies.

6. Describe how you will ensure services are in alignment with current local and regional labor market demands. What are your plans to move Trident's workforce services and programs towards sector-based training in the prioritized industries aforementioned? How will you ensure Career Pathways are incorporated into the Centers?

7. In addition to those required functions described in the RFP, what innovations would you introduce to meet the vision of the Trident WDB? Provide success stories, research, and/or other supporting documentation.

8. Describe your plans to ensure that all SC Works Centers meet performance measures. Specifically, how the WIOA program will meet performance measures and what role the Operator will have in assisting the program provider in achieving these goals.

9. Describe how your resources, professional contacts, knowledge of the labor market and special expertise will help Trident to meet and exceed performance goals for the SC Works system.

10. Describe your plan and approach to delivering Career Services and Training Services. Include the services you will provide, and a general description of how they will be provided. Include locations, access points, and a staffing plan, both as the Operator and staffing the resource rooms (partner staff may be used in the staffing plan). How will you use technology? What partnerships are key to the delivery of services, including a description of their role in your vision? Include a "Customer Flow Chart" that visually shows the flow of how a job-seeking customer will be served from the universal access phase of service through the training phase of service, specific for your SC Works site. Highlight how clients will flow through the system to receive optimal service. The flow chart should also include partner services.

11. Describe your management philosophy as it relates to functional supervision. How will you ensure partners have input into Center decisions? How will you encourage and foster integration

and functional teams? Describe any functional teams that the Operator plans to initiate, and how will you ensure that it is productive and sustainable. How will your organization evaluate the existing resources and programs to reduce duplication and foster a common intake?

12. Describe your process for initially assessing universal customers' needs and directing jobseeker customers to the appropriate services. List and describe the partnerships that you have developed or will develop to provide career and employer services required under WIOA. How will the Proposer provide information to the public on the full array of WIOA and other federal/state program services and encourage their use? How will the Proposer ensure that applicants that cannot be served by the Proposer's program are referred to appropriate services elsewhere? Include how the Proposer will ensure all referrals are tracked and outcomes documented.

13. Describe how you will serve large numbers of individuals. In your description, include service for individuals with limited English proficiency, persons with limited literacy skills, and individuals on probation or parole. In addition, include your plan for services for the more highly skilled job seeker. Provide information on how many and what proportion of staff is bilingual, and how you will ensure that bilingual/multilingual staff will be present and available to serve limited-English and non-English speaking customers. Include in your plan new innovations and strategies that have been found to increase the likelihood of success for both businesses and individuals and how you plan on using those strategies within the SC Works system. Address how will you attract and serve new customers to the system. Describe your methods for providing all job seekers with an Orientation to the SC Works System and the services offered.

14. Describe any partnerships that you perceive to be essential to the success to the project that you propose. Who is to be involved? What are the roles and responsibilities of each partner? If available, include letters of support from the partners and any Memorandum of Agreements that may already be in place. Describe how you will coordinate services and collaborate with the WIOA required partners and how you propose to recruit additional partners as needed to address the identified needs of the target population.

15. Describe your plans to accomplish the following (include timelines if applicable):

- Establish customer service expectations, surveys, and strategies for improvement;
- Evaluate and draft a Business Plan for each SC Works Center;
- Achieve and/or maintain One-Stop Certification Standards;
- Draft and execute Standard Operating Procedures;
- Draft and execute Staff Training Plans for Center staff including partners;
- Establish Resource Room Schedules;
- Establish One stop Center communication protocols;
- Provide ongoing workshops/soft skills training;
- Incorporate the State's and Trident WDB's Strategic Plans into Service Delivery;
- Investigate and implement best practices for employers and job seekers;
- Establish connections with community partners and share with Center staff;

- Establish and ensure compliance with ADA laws; and
- Establish and maintain Access Points.

16. Describe how the Proposer's on-site staff will balance their responsibilities to their employer and to being responsive to the Trident WDB, if offered a contract.

17. Describe what data, metrics, reports, etc. the Proposer plans to use to reach target performance levels.

18. Describe what data, metrics, reports, etc. the Proposer plans to provide in its progress reports to the Trident WDB staff (and as requested) in person at the Trident WDB meetings.

19. Describe how the Proposer will maintain and process current information on the WIOA program, including state and federal directives, for both program and fund management. Describe who will be responsible to both internally inform/educate staff and provide relevant information to the Trident WDB Administrative Entity staff.

20. Describe how you will ensure timely communication is given to all SC Works Center staff (and community partners as appropriate), including employer and partner information?

21. Describe how the Operator will manage disputes that may arise among partners. How will the Proposer ensure that a firewall exists between the Operator and the program services offered in the SC Works Centers? How will the Proposer avoid favoritism?

22. Describe past innovation(s) that you have used in delivering similar types of services to similar types of populations as would be serviced through this RFP.

23. Describe any future innovation(s) that you envision implementing should you be awarded a contract under this RFP. Describe how these innovations match Trident WDB priorities for jobseekers, industry sectors, career pathways, and methods of service delivery. Describe how innovations would improve the effectiveness of workforce services delivered to jobseekers requesting assistance through the SC Works system.

24. Are there plans to subcontract with others for services or activities contained in the proposal? If so, describe the nature of those subcontracts, the subcontractor, the services and activities to be provided by the subcontractor and the planned cost.

For applicants submitting proposals as partnerships to deliver services through the SC Works Centers, describe the quality of the applicant's relationship with their subcontractors. Include how long the organizations have been working together, and explain methods of maintaining communication and coordination among the organizations. Please provide the following information:

- Describe your organization's capacity for overseeing subcontractors.
- Identify all current and potential subcontractors for this project and their administrative and service locations.
- State the roles and responsibilities of each subcontractor.

- Identify anticipated funds provided to each subcontractor.
- Attach a draft subcontract or letter of intent to enter into an agreement for each subcontracting relationship.
- Include a letter of commitment that explains the scope of work and any financial or in-kind contribution.

IV. Outreach

A. Describe how you will conduct outreach in the Trident area, promoting both employer and jobseekers services. Give a timeline and detailed explanation of what methods would be used.

B. Describe how the Proposer will ensure that target customer groups in local communities are aware of the SC Works and WIOA services. Describe how you will conduct outreach to hard-to-reach communities and to priority populations within the Trident region.

C. Describe what relationships, partnerships, and community group organizations are essential to your outreach plan.

D. Describe what innovative outreach methods will be used in the community to promote awareness of SC Works Center services.

V. Partnerships

A. Describe your organization's current level of partnership with each of the WIOA mandated partners in your local Workforce Development Area. Discuss how the partnership results in an increased quality and quantity of services available to WIOA customers.

B. Describe your organization's current level of partnership with other organizations in the Trident region and across the upstate of South Carolina that are not specifically mandated by WIOA. Discuss how the partnership results in an increased quality and quantity of services available to WIOA customers. If your organization is not located within the Trident area, describe partnerships you currently have in your local area.

C. Workforce Development is about preparing the workforce to meet Employer needs. Describe partnerships that you will prioritize during the contract period and how these will improve services, referrals, and system outcomes. Describe your relationship and strategy to effectively leverage resources with WIOA mandated partners and non-WIOA mandated partners.

D. Describe instances, projects or collaborative relationships in which your organization has led or worked closely with one or more WIOA system partners or other workforce and economic development entities on cooperative workforce development projects, programs or initiatives. Describe strengths and weaknesses of the collaboration. For all strengths and weaknesses, cite particular examples of relevant aspects of the program and how they impacted services. For weaknesses, describe what was done to remedy the problem and improve the situation.

E. Describe the partner referral system you will put in place within the SC Works Centers and throughout the SC Works System, including partnership agreements.

VI. Budget

All Proposers must also complete and include an estimated annual organization budget (clearly delineating the total funds requested) as an attachment.

Provide a budget narrative to justify your organizational budget. The budget narrative is a representation of the overall fiscal capability of an organization. It must detail each item within every category for which funding is requested. The budget description must include how the project's proposed budget supports the stated objectives and activities in the project along with how funds are allocated to minimize administrative costs and support direct services to participants. The budget narrative should follow in the same order as the line items in an attachment of your organization's annual budget.

The narrative should describe the following:

- 1. Personnel Costs:** Staff salaries and associated fringe benefits are necessary for direct service delivery. Personnel expenses do not include subcontracted professional services or staffing (these costs should be allocated to the direct expenses category). While staff performing administrative functions is allowable, positions that are fiscal, managerial or administrative in nature should be allocated to the Other Expenses category. Provide salary ranges for each position included in the budget. Provide cost of living and merit based increase methodologies and frequency for receipt. Describe how health care and other employee benefits will be calculated and billed.
- 2. Operational Expenses:** Program costs that are necessary to the general operating and infrastructure costs to run the program, including building rental, facilities maintenance, utilities, phones, general consumable materials and supplies, Internet, insurance, audits and other costs related to supporting and maintaining organizational infrastructure. Professional services purchased from vendors (as opposed to subcontractors) are included in this category. Costs related to technology and equipment (computers, printers, fax machines, and office furniture) needed can be included as part of your budget and will be reviewed for cost effectiveness and reasonableness. Equipment leases should also be listed here.
- 3. Direct Expenses:** Expenditures directly related to the program area. Possible costs include supplies and materials specifically used for the program, travel and conferences, and contractual services/ consultant time, subsidized wages, and supportive services.
- 4. Other Expenses:** These costs are defined as costs of operations related, required, and incurred for official business in coordination of those functions under WIOA. Some examples include accounting, financial, procurement and purchasing, payroll, personnel management, resolution of findings, and general legal services. These costs are capped at 10%. This may include an indirect cost rate; however, if used this rate should include audit, payroll and other costs of program support such as general costs that cannot be directly identified as a cost to any specific program, but are equitably allocated to all the programs that the organization operates and therefore should not also be listed in Infrastructure /Operating Costs Category.

SECTION 6: PROJECT SCHEDULE

Notice to Proceed for this project will be given as soon as a contract with the successful proposer has been executed and all state and federal requirements are met. The contract will be effective July 1, 2022 through June 30, 2023. The contract may be renewed for two(2) consecutive one-year terms.

SECTION 7: RESPONSE SUBMISSION

All responses shall be submitted in a sealed envelope. The outside of the package shall be marked “**WIOA2022-03 – One-Stop Operator**” Please mail 1 original, 4 copies, and 1 digital copy to:

Jason McGarry, Procurement/Contracts Administrator
BCD Council of Governments
5790 Casper Padgett Way
North Charleston, SC 29406

Submittals must be received no later than 3:00 PM on January 20, 2022. Any submittal received after the date and time specified above will be rejected, considered non-responsive, and will not be opened.

Questions may be submitted in writing no later than 3:00 pm on January 10, 2022 to Jason McGarry by email to jasonm@bcdcog.com, or by facsimile to: (843) 529-0305. Addenda to this RFP, including responses to any questions and modifications will be posted on the BCDCOG website www.bcdcog.com

SECTION 8: SIGNATURE REQUIREMENTS

Proposals must be signed by a duly authorized official of the responder. Consortia, joint ventures, or teams submitting proposals, although permitted and encouraged, will not be considered responsive unless it is established that all contractual responsibility rests solely with one Contractor or one legal entity, which shall not be a subsidiary or affiliate with limited resources. Each proposal should indicate the entity responsible for execution on behalf of the proposal team.

**ONE-STOP OPERATOR
(PROPOSAL COVER SHEET)**

NAME OF ORGANIZATION:

ADDRESS:

CONTACT PERSON/TITLE:

TELEPHONE: _____

EMAIL: _____

TYPE OF AGENCY:

- | | |
|--|--|
| <input type="checkbox"/> Government | <input type="checkbox"/> Private Non-Profit |
| <input type="checkbox"/> School District | <input type="checkbox"/> Private-for-Profit |
| <input type="checkbox"/> Public Non-Profit | <input type="checkbox"/> Accredited Training Institution |